FRIDAY

STRATEGIC COMMUNICATION

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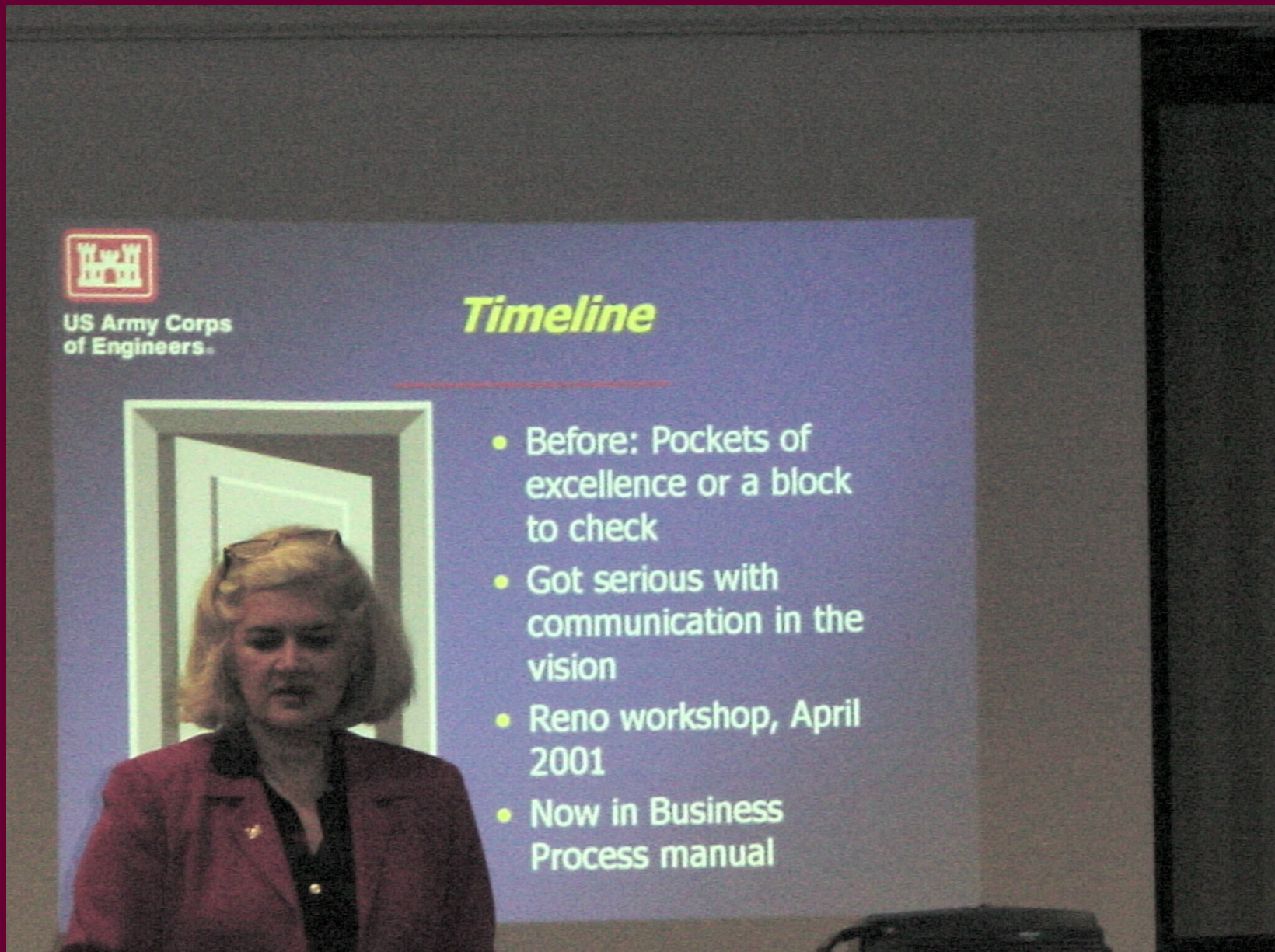
US Army Corps of Engineers
Timeline
Before: Pockets of excellence or a block to check
Got serious with communication in the vision
Reno workshop, April 2001
Now in Business Process manual

Integrating Communications into Project Management Plans

The 5-Step Process

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TIMELINE

- Before: Pockets of excellence or a block to check
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THE TEAM

- Mostly PMs
- Several other SMEs
- Hand-picked
- Skeptical at first
- Great results!

“We’re already having public meetings. Isn’t that enough?”

“What is this really going to accomplish?”

We won’t have time for this…”

Integrating Communications into Project Management Plans

The 5-Step Process

STEP 1 -- AUDIENCE

- PDT needs to ask:
  - Who is affected by this project
  - Who affects the project? How? Why?
- To identify stakeholders, consider:
  - Geography
  - Economics
  - Quality of Life
  - Political sensitivity
- Document key information for PDT access

STEP 2 – IDENTIFY ISSUES

- What are the problems, concerns, issues?
  - Technical
  - Institutional
  - Political (Tribal, Federal, State, Local)
  - Environmental
  - Cultural
  - Other
- How do these affect the project?

STEP 3 -- RESEARCH

- **Listen to better understand expectations, problems, concerns, issues**
  - **Talk with local sponsors, customers**
  - **Talk with interest groups**
  - **Review existing documents**
  - **Conducts survey or focus groups**

STEP 4 -- COMMUNICATE

- Design communication strategy for each interested party and link to project milestones
  - Determine key messages for each step
    - Timely, clear, honest, sensitive, relevant, open, consistent
    - It's OK for a message to draw feedback, as in "Tell us what you think about this plan…"

STEP 4 – COMMUNICATE - Continued

- Get help
  - Toolbox PAOs are there to help. Involve them early.
- Get stakeholder feedback and use it

STEP 5 - EVALUATE

- **Define success: Did the communication strategy…**
  - **Allow us to define the playing field?**
  - **Allow us to frame the issues?**
  - **Bind us to our partners?**
- **Was the majority of the dialog fact-based rather than emotional?**

5 STEPS TO EFFECTIVE INTERVIEWS WITH THE MEDIA

OBJECTIVE

- Help you become a better communicator
- Help you tell the USACE story
- Raise your comfort level

PHILOSOPHY – WHY INTERVIEW

- Public's right to know
- Understanding = Support
- Opportunity to deliver message
- Opportunity to set the record straight

HOW TO APPROACH INTERVIEWS

- Business deal – Mutual gain
- Prepare
- Negotiate

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EFFECTIVE INTERVIEWS

1. Get the details
2. Get the questions
3. Develop messages
4. Do the interview
5. Evaluate, improve & inform command

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1. GET THE DETAILS

- Name, publication, station, organization
- Ground rules
- Deadline
- Topic & angle
- Ask yourself – Am I the right person?
- Air Date
- Coordinate

2. QUESTIONS & ANGLE

- What are the reporter's questions?
- From what viewpoint are the questions posed?
- What is the objective?

WII - FM

- Every audience is tuned into one station – WII – FM. The call letters for “What’s In It For Me?”
- Media needs: facts, figures, quotes, plain English and access

DEVELOP MESSAGES

- Get your team together
- What's the issue?
- Prepare the 5 best and worst questions
- What are the 15 most important words you can tell the audience?
- What are logical follow on questions?

DEVELOP MESSAGES

- First Questions:
  - What outcome do you want?
  - Who is the audience?
- Develop the message using:
  - Logic
  - Word choice
  - Message
  - Legal Issues

MESSAGES

- Army based – America's Army
  - Army Transformation
  - Homeland Security
- Corps Vision-based
  - People
  - Process
  - Communication

4. DO THE INTERVIEW

- Get back to the reporter
- What you like like vs. what you say
- Ready with messages – key phrases
- Listen to the questions
- Respond in terms of people – not programs or statistics
- Tape the interview – audio or video

MAGIC WORDS – BOWING OUT

- I’m not prepared to talk about that issue today. Let’s schedule…
- The answer to that would be pure speculation. <<<STOP>>>
- My personal opinion isn’t important, what’s important is…

MAGIC WORDS - BRIDGING

- …just as important is …
- Another important point …
- We may be overlooking the facts …
- I don’t know about that, but what I do know …
- No, let me explain …

MAGIC WORDS - FLAGGING

- Don’t lose sight of the fact …
- The most important thing is …
- (I think) It boils down to …
- Focus on this one point, because …
- Let me correct something you said …

IN FRONT OF THE CAMERA

- Objective: Deliver your message
- Objective: Tell the truth
- Variety of formats
- Pick out strong points
- Television interview techniques good for all media interviews, press conferences, public meetings

TALK SHOW FORMAT

- Answers short – messages simple
- Speak in English
- Be aware of body language
- Talk with the interviewer
- Always take a PAO with you
- Watch the show

STAND UP

- Sound bite answers
- Give your message
- Speak in English
- Talk with the interviewer

REMOTE

- Unusual situation
- No reporter
- Talk to the camera

AFTER ACTION

- Provide promised material
- Develop any new messages
- Inform appropriate people
- Accept a balanced story
- Set the record straight if appropriate

EVALUATION

- How did you look?
- How did you sound?
- What did you say?
- What message received/used?
- What was your overall impact?
- Will your mother be proud of you?

ADVANCE PLANNING

- Get your PAO on the team
- Philosophy: Maximum Disclosure – Minimum Delay
- Develop communication plan, sample questions & answers
- Consider public interest
- Educate reporters, special interests

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ADVANCE PLANNING - Continued

- Prepare 5 best questions
- Prepare 5 worst questions
- Do it NOW and keep updated
- Watch television interviews critically

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READING MATERIAL

- Media card
- USACE Public Affairs Resource Page:
  - http://www.hq.usace.army.mil/cepa/paresources/paresource.htm
- Communicators Guide:
  - http://www.fcn.gov